

SEVENTH ANNUAL CONVENTION—CHICAGO, ILLINOIS,
—JUNE 3rd, 4th, 5th, 6th

The
NATIONAL ASSOCIATION
of CORPORATION SCHOOLS
BULLETIN

25 Cents a Copy

\$2.00 For a Year

Volume VI

May, 1919

The Bridgeport Manufacturers Association's Plan for Collective Bargaining Committees

In this issue of the BULLETIN the plan for Collective Bargaining Committees on the part of employers and employees worked out for the Bridgeport manufacturers under the supervision of the War Labor Board is reproduced in full.

The parties to this plan are, on the one hand, the Manufacturers Association of Bridgeport, representing the industry of that city, and on the other hand organized labor in Bridgeport. The plan is in the form of a constitution and by-laws. It is not thought by those responsible for the plan that it represents the final judgment on the subject, but it does represent an attempt to adjust capital and labor problems through the method of collective bargaining, and the plan also embraces the views of the National War Labor Board, colored perhaps to some extent by conditions due to the war.

**PUBLISHED BY ORDER OF THE
EXECUTIVE COMMITTEE**

The National Association of Corporation Schools

Headquarters, 130 East 15th Street, New York City

Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Schools aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested entirely in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

Functions

The functions of the Association are threefold: to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

Membership

From the Constitution—Article III.

SECTION 1.—Members shall be divided into three classes: Class A (Company Members), Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employees. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

Dues

From the Constitution—Article VII.

SECTION 1.—The annual dues of Class A members shall be \$100.00.

SECTION 2.—The annual dues of Class B members shall be \$5.00 and the annual dues of Class C members shall be \$10.00.

SECTION 3.—All dues shall be payable in advance and shall cover the calendar year. New Class A members joining between January 1st and April 1st shall pay first year's dues of \$100.00; those joining between April 1st and July 1st shall pay nine months' dues or \$75.00; those joining between July 1st and October 1st shall pay six months' dues or \$50.00; those joining between October 1st and December 31st shall pay three months' dues or \$25.00, but for subsequent years shall pay full dues of \$100.00. Any members in arrears for three months shall be dropped by the Executive Committee unless in its judgment sufficient reasons shall exist for continuing members on the roll.

Officers 1917-1918

PRESIDENT

Dr. H. M. Rowe
The H. M. Rowe Company

FIRST VICE-PRESIDENT

W. W. Kincaid
The Spirella Company, Inc.

SECOND VICE-PRESIDENT

Charles R. Hook
The American Rolling Mill Company

SECRETARY

Dr. Lee Galloway
New York University

EXECUTIVE SECRETARY AND TREASURER

F. C. Henderschott
The New York Edison Company

EXECUTIVE COMMITTEE

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Manufacturing Company
K. W. Waterson
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C. E. Bilton
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Ex-President N. A. C. S.
F. C. Henderschott
The New York Edison Company

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The National Association of Corporation Schools B U L L E T I N

Published Monthly by

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130 E. 15th Street, New York City

Edited by F. C. Henderschott, Executive Secretary

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Volume VI

May, 1919

No. 5

WHAT WOULD CONSTITUTE INDUSTRIAL DEMOCRACY

Confidential Report No. 3, "A Survey of Some of the Industrial Educational Problems of Reconstruction," has been published by our Association and copies forwarded to all Class "A" representatives. Comments received from our members indicate that this report is timely and helpful. It takes up the questions treated under the following sub-divisions:

- Nature of Educational Reconstruction
- Illiteracy
- Americanization
- Citizenship
- Health Education
- Monotony
- Recreation
- A Practical School Program
- Standards
- New Education

The desire underlying the present unrest in the United States is to democratize our industries. Opinions differ widely as to what democratization, in this respect, really means. There is a growing opinion that those who create wealth through their labor in production should have more voice in management. Just how far the workers should assume responsibility and authority is, however, undetermined. Several of the large industrial corporations, including the Midvale Steel Company, The Bethlehem Steel Corporation, the Western Union Telegraph Company, Philadelphia Rapid Transit Company, and The International Harvester Company, have reached a decision that their employees

shall have equal representation in the consideration of all questions of policy relating to working conditions, health, safety, hours of labor, wages, recreation, education and training and similar activities which fall within the personnel relations divisions of their institutions. Officials of other industrial institutions, however, have affirmed their beliefs that responsibility and authority on the part of the workers or employees should be even more far reaching and include representation on the board of directors. In some cases this would undoubtedly prove helpful, while in other cases it might work to the disadvantage of both the stockholders and the employees. Results would depend almost wholly upon the policy of the representatives of the employees. If they accept positions on the directorate with a view to elimination of waste in production and marketing and in a spirit of true and full cooperation with the other members of the directors who would represent the stockholders and management, then such an arrangement would unquestionably prove helpful, but if the representatives of employees who might be seated in the directorate were there only to urge immediate gain for those whom they represent and without regard to ultimate consequences, the result would unquestionably be disastrous. Responsibility must inevitably follow authority. There is a disposition to differentiate between stockholders and management. If we accept this differentiation then there are four parties whose interest must be carefully and conscientiously considered; capital, labor, management and the public. If the representatives of capital, labor and management are all striving to bring about conditions which will be mutually beneficial in harmony with a policy based upon a reasonable return for capital invested, fair and just wages to the employees and efficient and progressive management, the public should profit. All factors would be represented in control and the determination of policies. Such a condition would constitute democratic rule.

The report gives a catalogued list of twenty-two things that labor must learn and also a catalogued list of fourteen things that employers must learn if there is to be harmony and efficiency in industrial corporations. Available to Class "A" members only.

POPULARIZING PERSONNEL RELATIONS ACTIVITIES

In most industrial corporations full benefit is not received from personnel relations activities because these activities are not properly placed before the employees—especially the new employees. An illustration of this fact was recently made by one of the division superintendents of Montgomery Ward and Company, who believed there was too small a percentage of the employees of his division that were members of the Benefit Association and of the Savings and Loan Association. This superintendent offered to shut down the work in his department for fifteen minutes if the manager of the activities referred to would address the employees of the department. The invitation was accepted. The address made resulted in a gain of fifteen new members to each of the organizations. Personnel activities will not popularize themselves. Like any other proposition there must be an active organization carrying on a sensible and progressive propaganda if the activities are to be popularized and the employees are to receive the largest measure of benefit.

METHODS OF INDUSTRIAL EDUCATION

Through the Executive Secretary's office our Association has compiled and published a Special Report on "Methods of Industrial Education." Every known method is explained and the history and development traced. The changed attitude on the part of the public, of industry and of educators is set forth in detail, also the defects of vocational training. The report takes up in chronological order:

Developments of Industrial Education.

Rise of the Propaganda for a Modernized Industrial Education.
General Education.

Manual Training Schools.

Pre-vocational Schools.

Vocational Schools.

Defects of Vocational Training.

The Smith-Hughes Act.

Aims and Methods.

Functions of The National Association of Corporation Schools

and concludes with a recital of the present status of Industrial Training in the United States, and a summary of the problems yet to be solved before our country can feel assured it has attained a real industrial training system. This report is known as Special Report No. 3 and is available to Class "A" members only.

CRYSTALLIZING PUBLIC SENTIMENT IN FAVOR OF A TRIBUNAL FOR ADJUSTMENT OF CAPITAL AND LABOR PROBLEMS

Gradually but surely the conviction is crystallizing among intelligent public opinion that the problems of capital and labor will find their final adjustment in some form of a tribunal representing the public, and with functions similar to our courts. One of the notable contributions was made by V. Everit Macy, President of the National Civic Federation, in an address to the National Retail Dry Goods Association at its recent convention in New York City. In discussing the problem Mr. Macy said:

"Each side has often acted without thought of the welfare of the industry as a whole and rarely of the welfare of the nation. The world moves on without regard to personal preferences, and those who stand in the way of any well defined development, instead of trying to direct its course are sure to be left behind in the race or are crushed out. Democracy means the collective action of the citizens. Why should we expect such collective action to be limited to political questions only? Conditions of industry affect as vitally the lives of our people as does their political status. One cannot, therefore, with impunity, deny the right of collective bargaining to the workers. While the stability of a democracy depends upon the average intelligence of its citizens, its progress is much influenced by the wisdom of its leaders. We talk too much these days about our rights and think too little about our obligation. We cannot separate 'rights' or privileges from obligations and responsibilities. They are the two halves that make the complete whole."

In his address Mr. Macy also pointed out a great truth too infrequently recognized, that no employer can hope to segregate his business from industry as a whole and to permanently profit through selfish methods.

"Every employer, no matter how smoothly his own business

may run, is vitally affected by the acts of his competitors. This is as true of his labor situation as it is of his other business relations. It is therefore necessary, not only to have organized dealings with his own employees, but to organize these relations throughout the industry, or at least within his competitive district. For this purpose it is essential for the employers to have a well disciplined association that will enter into agreements with the national officials of the labor unions. These agreements should fix the minimum wages and hours and conditions of employment for all members of the association or district. Such matters should not be left for individual plant settlement if industry is to be stabilized, but employers should be left free to employ individuals at rates above the minimum for special proficiency or special work."

After discussing the duties of employers as well as the duties of labor leaders, and pointing out the obvious fault of the selfishness on both sides, Mr. Macy reverted to an "Adjustment Board" as a final court to provide for the expression of the community or the state. The public is becoming insistent in its demand that it be given a seat at the peace table in the settlement of industrial disputes. The plan is not original in the United States, as it really grew from the Whitley report developed in England through the Commission on Reconstruction. The principal factors contained in this report and subsequently developed plan were published in a previous issue of the *BULLETIN*. Not only does the plan provide for local Committees of Arbitration in the settlement of capital and labor disputes, but likewise for Committees of Appeal, state, district and national. The decisions rendered by these committees will ultimately develop into a philosophy, embracing not only the rights of capital and the rights of labor, but also the rights of the consumer of the products created. This philosophy will be helpful in determining legislation designed to determine the rights of capital and the rights of labor. Legislation based on a series of decisions of a court of last resort would certainly be more constructive and more acceptable than legislation dictated either by capitalistic or labor interests, as has too often proven to have been the case in the past.

"Men whose work can bring up the average efficiency of a concern are in big demand."

THE PROBLEM OF ILLITERACY AND METHODS FOR ITS SOLUTION

The *New York Times* in commenting on data developed by the Surgeon General's Office as to the amount and extent of illiteracy in the United States reaches the following conclusion as to the result of this illiteracy:

"While not too much structure of theory can be built on statistics arising from standards and classifications not sufficiently positive and clear, it seems probable, as was indicated in 1910, that the amount of illiteracy in the United States is gigantic, shameful, dangerous. The country has many great and instant problems to settle. The construction or reconstruction of a sound American citizenship is not the least of them. Millions of citizens who cannot read a newspaper, who know nothing of our Constitution and laws, of the past and present of the United States, except what they are told, perhaps by demagogues interested to mislead and deceive them—how can they take a useful, how can they be prevented from taking often a maleficent part in government?

"It appears from the records of the War Department that almost 25 per cent. of the draft army could not read or understand a newspaper or write a letter.

"Take the figures as developed by the 1910 Census and we find 5,500,000 of 8,500,000 immigrants and native illiterate persons over 10 years of age could not read or write English. Of the 1,552,256 drafted men examined by the War Department, 386,130 were either wholly illiterate or could not pass the simple tests. These men came from all parts of the country. One curious fact brought out is that most of the foreign-born who can't read and write English can't read and write their own language, whereas the educated foreign-born usually read English as well as their own language. Another unexpected fact is that in some States illiteracy is more common among the whites than among the negroes. South Carolina seems to bear the palm of illiteracy. In spite of its great foreign population, New York makes a comparatively good record."

The citizens of the United States are becoming fairly well aware of the real status of education in this country, and corrective methods are being employed. The problem, however, is a very large one and calls for careful cooperative effort on the part

of the Government, social organizations and industry. Industry is willing and anxious to do its part. The Corporation School is an evidence of this willingness. The Government has recognized the problem through the passage of the Smith-Hughes Act and the appropriations for educational purposes. Perhaps the most pressing problem is that of Americanizing the Alien. This problem will be treated in the report of the Sub-Committee on Unskilled Labor and Americanization. The report will be presented to our members for inspection and will be discussed at the Chicago Convention.

Winchester Production Methods Course

About fifty of the foremen, overseers and other minor officials of the Winchester Repeating Arms Company are enrolled in their new course in production methods.

EDUCATION THE VITAL FACTOR IN RECONSTRUCTION

*Charles W. Gerstenberg, Professor of
Finance, New York University
School of Commerce, Ac-
counts and Finance*

I have before me a volume of essays by noted English authors, including the Earl of Cromer, Lord Haldane, and Professor Alfred Marshall, on various "After War Problems." Whatever is the subject of the essay, whatever the particular problem in hand, with hardly an exception the author advances as one solution more education and a better system of education.

Any plan of reconstruction that does not consciously provide for the encouragement and improvement of business foresight or for new methods of education, education that will be for the many and will be more closely related to the demands of life, will leave us far behind the other great nations of the world in the present reconstruction of industry.

PROGRAM FOR THE CHICAGO CONVENTION

This Year the First Meeting Will Be Held on Monday Evening to be Followed by Three Sessions Per Day. Eighteen Sub-Committees Will Submit Reports for Discussion, and Many New Subjects Will Be Presented This Year for the First Time.

The Program Committee, appointed by the Executive Committee and consisting of Dr. Lee Galloway, Ex-President Deitz and the Executive Secretary, has compiled a draft of the program for the Chicago Convention. Most of our members will travel on Sunday, June 1st, arriving in Chicago some time during Monday.

A meeting of the Executive Committee will be held on Monday afternoon at the headquarters of the convention, in the Blackstone Hotel. There will also be informal conferences on Monday afternoon. At 7.30 Monday evening the convention will be called to order, and a brief address of welcome will be made by Fred. R. Jenkins, Chairman of the Chicago Local Chapter. President Rowe will respond, after which the President will deliver his annual address. A report of the Executive Secretary, and also a report of the Treasurer will be made at this session on Monday evening. The session will be followed by a reception and smoker tended to all delegates of the convention by the Chicago Local Chapter. The following is the program for the other days of the week:

Tuesday—Morning session to begin at 9 o'clock. The reports of the committees on Personnel Relations and Technical Training will be made. Tuesday afternoon will be devoted to a discussion of the training of the worker bringing out the executive's viewpoint. The report of the Committee on Executive Training and the report of the Committee on Organization and Administration will be presented and discussed during the afternoon session. The dinner on Tuesday provides for grouping the delegates by the industries represented that they may compare notes. At the evening session on Tuesday, the Committees on Training for Marketing and Trade Apprenticeship will make their reports.

Wednesday—Morning session to begin at 9.30. The entire morning will be given over to the report of the Committee on Employment Problems. This Committee will present its report

in four sections—Labor Turnover, Psychological Tests, Job Analysis, and The Relation of the Employment Department to Other Departments of an Industrial Institution. For luncheon the delegates will be guests of the Chicago Companies. Wednesday afternoon will be given over to visits to the industrial plants in Chicago. In the evening a banquet will be held. It is proposed to have no speeches at the banquet, which will consist of a dinner and of entertainment.

Thursday—Morning session to begin at 9.30. During the morning the Committees on Semi-Skilled and Skilled Workers, Unskilled Labor and Americanization and Continuation Schools will present their reports for discussion. The afternoon session will be given over to the training of the worker from the viewpoint of the educational institutions. During this session the reports of the Committee on Public Education and of the Committee on Educational Methods will be presented. During the dinner period there will be informal discussion. At the evening session the reports of the Committees on Office Work Training and Health Education will be presented.

Friday—Friday morning there will be the annual business session, and the election of officers. The balance of the session will be devoted to a discussion of Local Chapters, the discussion to be led by the officers of Local Chapters. At luncheon the delegates will be guests of the Chicago Chapter. Friday afternoon, as has been the custom in the past, will be devoted to recreation.

In framing the above program, the Committee calls attention to the fact that there will be no parallel sessions. Any delegate can attend all of the meetings if he is interested in all of them.

A subject is taken up once and thoroughly discussed at that time, rather than presented briefly as was done at Buffalo and then taken up again at round table meetings.

The round table sessions are all scheduled in the mornings, except Friday, and in the evenings except those given over to recreation.

The afternoon meetings represent rather a departure from the usual procedure in that the first full day of the convention is an "Executives" day to get out the big executives. It is thought, we might have President Donnelley act as the presiding officer for the Tuesday afternoon meeting and ask other prominent Chicago executives, such as President McCormick, of the International Harvester Company, to discuss Vice-President Hook's

report on Personnel Relations. The Tuesday round tables would also be of interest to executives. Having such a meeting early in the convention will give opportunity to get some local publicity, as well as securing the attention of executives who might wish to have representatives of their organizations attend the remaining convention sessions.

The Wednesday afternoon meeting is a departure also. In the past there has been some interference with the success of the convention due to the desire on the part of the delegates to visit representative industrial plants in the visiting city. By setting aside one afternoon definitely for this purpose and asking each member company in Chicago to arrange a suitable exhibit and inspection trip at their plant, we can make the Wednesday afternoon program one of the most helpful of the convention.

The Thursday afternoon meeting will be used as the time for interesting the local school people in the Association's work and effort will be made to have representatives of educational interests at all of the sessions on Thursday, which are of a more general character than those of the previous days.

NEW MEMBERS

Since the last statement appearing in the BULLETIN the following new members have been received:

Class "A"

Marshall Wells Company, Duluth, Minnesota, Mr. W. F. Arndt.

General Motors Corporation, Detroit, Michigan, Mr. H. H. Rice.

The Travelers Insurance Company, Hartford, Conn., Mr. Louis Denniston.

Class "B"

Mr. Charles L. Wood, Carnegie Steel Company, Pittsburgh, Pa.

Class "C"

Mr. W. Orme, Peel-Conner Telephone Works, Ltd., Adelphi, Salford, Lancashire, England.

Chase National Bank Establishes a Rest Room for its Female Employees

The Chase National Bank has joined the increasing number of Class "A" members of our Association who have established rest rooms for their female help, and it is generally agreed that the rest room is a profitable investment.

MEETING OF EXECUTIVE COMMITTEE

Report of Sub-Committee to Consider the Question of Whether or Not Our Association Should Undertake to Render a Personal Service on Behalf of its Class "A" Membership—Report of Special Committee on Organizing and Financing a Campaign for Increasing Class "A" Membership—Report of the Executive Secretary on the Possibility of Some Alliance with the Chamber of Commerce of the State of New York for the Purpose of Increasing the Activities of Our Association—Initial Action Taken Having in View an Amendment to the Association's Constitution.

President Rowe presided at the meeting of the Executive Committee held in New York on April 1st, Vice-President Kincaid, Secretary Galloway and Messrs. McLeod, Waterson, Van Derhoef, Park, Dooley, the Executive Secretary and the Field Secretary also being present.

The minutes of the March 11th meeting were read and approved.

The Treasurer presented a report showing a cash balance as of April 1st of \$11,868.41.

The Treasurer further reported that he had followed the instruction of the Executive Committee and taken up the question of the Association placing its bank account with a Class "A" member. He stated that he had written to the three banks in New York holding Class "A" membership and while they all expressed a desire to have the account, only one stated a willingness to pay the same rate of interest on daily balances which is now being received, namely: The Farmers Loan and Trust Company.

Upon motion of Mr. VanDerhoef, seconded by Mr. Park, it was unanimously voted that the bank account of our Association be transferred from the Irving Trust Company to the Farmers Loan and Trust Company.

The Executive Secretary presented a membership report which was approved and ordered filed. This report showed an increase of one new Class "A" member, one new Class "B" and one new Class "C" member.

The Executive Secretary reported that our Association's official convention stenographer, Mr. T. E. Crossman, had sent the Association formal notice that he would personally handle the Chicago Convention.

The matter of badges for the Chicago Convention was pre-

sented by the Executive Secretary and upon motion, duly seconded and carried, it was voted that instead of the usual ribbon badge used at previous conventions, that just a bar be used with a card insert with a delegate's name on it.

The Executive Secretary reported that the advance committee reports were coming in nicely and that three of them would soon be mailed to all members.

The Executive Secretary read a letter from Dr. Paul Kreuzpointner expressing his appreciation of our Association's action in conferring upon him an honorary life membership in our Association.

As the report of the Committee appointed to draw up a set of resolutions to be presented to Dr. Kreuzpointner, President Rowe read the following:

Resolution

Whereas, Dr. Paul Kreuzpointner, who has been associated with THE NATIONAL ASSOCIATION OF CORPORATION SCHOOLS, being one of its Charter Members, and who has with great diligence and a wonderful degree of intelligence and discernment taken part in the educational activities of this Association particularly in behalf of those whose wants he most appreciated, has resigned from active membership, which resignation has been accepted with keen regret, and

Whereas, this Association fully recognizes the painstaking and life-long efforts of Dr. Kreuzpointner in promoting the fundamental principles of efficient industrial training for which The National Association of Corporation Schools stands; now, therefore,

Be it Resolved, by the Executive Committee, that in recognition of his high personal qualities, both as an educator, and as a member of this Association, Dr. Kreuzpointner shall from this date be an Honorary Life Member of THE NATIONAL ASSOCIATION OF CORPORATION SCHOOLS, with all the rights and privileges of full membership, and the distinguished honor thereby conferred by this document.

These resolutions were unanimously approved and the Executive Secretary was instructed to have them properly engrossed and sent to Dr. Kreuzpointner.

The Executive Secretary presented a letter from the International Textbook Company asking for Class "A" membership in our Association. Upon motion, duly seconded and carried, the Executive Secretary was instructed to notify this Company that

it was the desire of the Association to adhere to the policy of the past in this respect and admit no schools or colleges into Class "A" membership.

The Executive Secretary presented an outline of a program for the Chicago Convention drawn up by Mr. Dietz. Upon motion, duly seconded and carried, the matter of a program for the Chicago Convention was placed in the hands of a committee consisting of the Executive Secretary, Mr. Dietz and Dr. Galloway.

Report of the Committee on Personal Service Plans

Mr. Collyer presented a report for the Committee on Personal Service Plans which in brief contained the following three suggestions:

1. A strengthening of the present elements of service.
2. Make available to the members of our Association all information that comes to the Association and let the members know that the information is in existence.
3. That our Association should not undertake to send representatives into a plant for the purpose of making a survey of its needs or tell the executives what to do, but rather bring the information to them and let them apply it and use it as they may desire.

The members of the Executive Committee felt that the report as submitted did not cover the assignment of work given to this Committee and instructed Mr. Collyer to furnish a full report to the Executive Secretary, who would send a copy to each member of the Executive Committee before the May meeting.

President Rowe said that the position of Field Secretary was a new one and something that each member of the Executive Board should be interested in and he would therefore ask Mr. Collyer to come to the May meeting prepared to answer any questions regarding his activities that any member of the Board might care to ask.

Possibility of a Plan for Cooperation with Chamber of Commerce of the State of New York

The Executive Secretary presented some correspondence with Mr. Charles T. Gwynne, of the Chamber of Commerce of the State of New York. He reported that the Chamber of Commerce was greatly interested in commercial and industrial edu-

cation and that the thought had occurred to him that we might ask the Chamber of Commerce to endorse our Association and its activities and also aid us in securing endowments for the purpose of conducting investigations and studies of such plans as

1. Representation of employes in the management of industrial institutions. •

2. The problem of Labor Turnover and methods for reducing the turnover and all other functions which fall within the field that our Association occupies, namely, personnel problems in industry.

Upon motion, duly seconded and carried, the following committee was appointed to confer with the Committee on Commercial Education of the Chamber of Commerce of the State of New York: President Rowe, Vice-Presidents Kincaid and Hook, Mr. McLeod, Dr. Galloway, and the Executive Secretary.

President Rowe was obliged to leave at this point and Vice-President Kincaid took the chair.

Vice-President Kincaid, as Chairman of the Committee on Organizing and Financing a Campaign for Increasing Membership, gave the following report, a copy of which was ordered sent to each member of the Executive Committee with a request to come prepared to discuss the report at the May meeting.

Report of the Committee on Organizing and Financing a Campaign for Increasing Membership

1. That we employ in addition to our present staff an organizer whose duties shall be to secure new members and organize local chapters at an annual expense of \$6,000 and a small commission on the amount of new revenue secured from additional Class "A" memberships.

2. That we enlarge the responsibility of the Executive Secretary and change his title to that of Executive Director or Managing Director.

3. That a committee on revision of the Constitution be appointed at this meeting to consider these and other changes which may be referred to it and to report to the Chicago Convention.

4. This report is predicated upon the ability of our Association to finance the activities set forth in the following tentative budget.

Budget

<i>Expenses</i>	<i>Income</i>
Salary—Executive Director...\$6,500	Present Income\$15,000
Organizer—Salary and Extra	100 new Class "A" members. 10,000
Commission 7,500	400 new Class "B" members. 2,000
Field Secretary 6,000	
<i>Office Force</i>	<hr/>
Investigator\$2,000	\$27,000
Chief Stenographer 1,300	
Stenographer and Clerk 1,080	
Office Boy 600	
Rent 1,200	
Tel. and Misc'l Expense..... 500	
Issuance of Reports and Pro-	
ceedings, Bulletins, Postage.10,000	
Increased Overhead Expense.. 1,000	
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\$37,680	

Initial Step to Amend the Constitution

The matter of revising our Constitution was thoroughly discussed and the following petition was presented to the Executive Committee:

The undersigned, voting representatives of Class "A" members in The National Association of Corporation Schools, respectfully petition that at the annual convention to be held in Chicago, June 3, 4, 5, and 6, that Article XII, Section I, be amended to read as follows:

Amendments to this Constitution shall be offered in writing and must be signed by the accredited delegates of not less than five member companies. Amendments so signed must be in the hands of the Secretary of the Association not less than forty days in advance of the Annual Meeting, provided, however, that representatives of five Class "A" members may request that the Constitution be amended between the annual conventions. That a copy of the proposed amendment be sent to all Class "A" members and that thirty days after the proposed amendment is sent to Class "A" members a mail vote shall be taken. A two-thirds vote of the membership shall be necessary for the amendment to become operative.

Signed C. R. DOOLEY,
K. W. WATERSON,
JOHN McLEOD,
G. N. VANDERHOEF,
W. W. KINCAID.

The question of the advisability of changing the name of our

Association to one which would more fully represent the functions now performed by the Association was brought up and discussed and upon motion duly seconded and carried; the Executive Secretary was instructed to communicate with all Class "A" members and ascertain

First, If they think it desirable that the name of the Association should be changed?

Second, If so, what name they would suggest?

There being no further business, the meeting adjourned to reconvene the first Tuesday in May (May 6), at 10 o'clock a. m.

Special Meeting of the Executive Committee

On April 9, a special meeting of the Executive Committee was called by President Rowe, and the meeting was held at the usual place, convening at 2:30 p. m. In addition to President Rowe, Secretary Galloway and Messrs. VanDerhoef, Waterson and Park were present, also Mr. Norman Collyer and Miss L. M. Pratt, acting for the Executive Secretary. President Rowe explained that because of impaired health, Mr. Henderschott was away for a brief rest.

After a thorough discussion of the work of Mr. Collyer as Field Secretary, and of reports which had been received by President Rowe, Mr. Collyer submitted his resignation and also a list of criticisms which he had compiled mainly of the work of the Executive Secretary, but in some respects of the actions of the Executive Committee. In reply to the criticisms President Rowe said he felt that the matters had had the authorization and attention of the Executive Committee, and therefore in no way related to the office of the Executive Secretary. Upon motion of Mr. Park, seconded by Mr. VanDerhoef, the resignation of Mr. Collyer as Field Secretary was accepted to be effective at once, with the stipulation, however, that his salary would be continued until May 1.

President Rowe then presented the resignation of the Executive Secretary. Mr. Waterson moved that the action of Mr. Henderschott in offering his resignation be rejected and that a vote of confidence be tended in the passing of this motion. The motion was unanimously adopted. The meeting then adjourned.

Strawbridge & Clothier Company Maintain a Pension System

The Strawbridge & Clothier Company, of Philadelphia, paid out in pensions, for six months ending October 31st last, over \$4,000, aiding some twenty-five employees.

A PLAN FOR COLLECTIVE BARGAINING COMMITTEES

The Manufacturers of Bridgeport, Connecticut, Organized as a Manufacturers' Association Cooperating with the National War Labor Board, Herewith Submits a Constitution and By-Laws which Constitutes a Plan for Developing Problems which Arise Affecting the Owners on the One Hand and the Employees on the Other. The Plan also Embraces the Viewpoint of the National War Department Board.

Perhaps in no community were the problems which affect capital on the one hand and labor on the other more prominently forced into attention during the pre-war period and also the period after the United States entered the conflict than at Bridgeport, Connecticut. The National War Labor Board was drawn into controversy as the result of the deliberation of the employers and the workers of Bridgeport with members of the War Labor Board. A plan for Collective Bargaining Committees was then brought into existence. This plan represents another attempt to provide a means through which employees of an industrial institution may have some voice in the management, at least in so far as the Production Department is concerned.

It is reproduced in the *BULLETIN* in conformance to the policy of presenting before the members of our Association all helpful information which may assist members in working out plans for the solution of similar problems which they are called upon to meet. In submitting the plan the Bridgeport Manufacturers' Association attach the following foreword:

Foreword

The plan including the Organization and By-Laws for industrial committees is submitted as a means of developing a clearer understanding of the mutual problems appertaining to the Company and its Employees, which it is hoped to obtain by means of a free interchange of opinions and suggestions in the Committee meetings on all matters of mutual concern and interest within the business.

None of the provisions of this plan is to be construed as curtailing the authority or lessening the responsibilities of any executive or committee of executives of the organization, or of the Officers or Board of Directors of the Company.

A—Employees' Department Committees

ELECTIONS

1. Employees' Department Committees shall consist of three employees who have actually worked in the Department or Section of the Plant involved for a period of three (3) months immediately preceding election. There shall be such a Committee for each Department or Section in charge of a Foreman or Forelady.

2. Said Committee shall be elected by the direct vote of the employees. Each employee of any Department shall have the privilege of voting for three fellow employees as his choice for said Committee Membership. The three employees receiving the highest number of votes shall be declared elected.

3. Notice of all said elections must be either delivered to each employee in the Department or Section involved, or said Department or Section must be adequately placarded with posters; said notices or placards must fully explain the purposes and conditions of said elections and they must be distributed or posted at least one full week prior to the date of actual election.

4. The Judges of Election for the first election shall be an Examiner or other non-partisan Representative of the National War Labor Board and two or more employees chosen by him from the Department or Section involved, one of whom shall be, whenever possible, the timekeeper of the Department, who will serve as checker of those voting, or some employee qualified to recognize the employees voting as bona fide employees of that Department. Such Judges shall hold the election, count the votes, certify the returns, and announce, at the earliest possible hour, the names of those elected.

Employee Judges shall have been employed in the Department or Section involved for at least three (3) months immediately preceding elections.

The Judges of Election shall have final decision as to all questions arising at the time of and in connection with said elections except that they shall be guided and governed by the conditions of said elections as set forth upon said notices or posters, which shall be in full accord with the organization plan and by-laws.

5. The Employee receiving the highest number of votes in each such election shall be declared the Chairman of the Committee; but in case of a resignation as Chairman, the Committee elected shall have the right of choice.

6. Where both men and women are employed in a Department or Section, proper representation upon its Committee shall be guaranteed to both.

7. The first election shall be held at such time as the Administrative Examiner shall decide, and at such place as in his opinion the greatest number of votes of the eligible employes would be obtained. Such employes will be given a printed ballot and a free opportunity to vote in accordance with their wishes and choice. The privilege of an absolutely secret ballot shall be guaranteed and enforced.

8. During the actual time covered by the elections, all Foremen, higher officials, employes of other Departments and non-employes shall absent themselves from the place of election, except for good and sufficient reason under the personal supervision of the National War Labor Board's Representative.

9. Where a tie occurs for the last place, or where a tie occurs for the Chairmanship of a Committee, such tie shall be decided by lot by the Judges of the Election. If there shall be a complete tie, the employes thus elected shall choose their own Chairman.

B—Employes' General Committees

ELECTIONS

10. In addition to said Department Committees, there shall be instituted for each Plant an Employes' General Committee composed of the Chairmen of all the Department Committees, except that any plant in which the number of employes is such that only one Department Committee is chosen shall have no general or executive committee.

11. If the number of any General Committee as originally constituted is too large for efficient working, said Committee shall meet as soon as practical after the election of the Department Committees and proceed to elect from their own number an Executive Committee, to be technically known as the Employes' Executive Committee, which shall be vested with the duties and powers of said General Committee, except those reserved for the Committee as a whole.

12. Whenever at the initial election it is found advisable to elect an Executive Committee, said General Committee shall be called together by the Administrative Examiner and presided over, for this one purpose only, by an Examiner, or other non-partisan Representative of the National War Labor Board who shall see that the election of said Executive Committee is con-

ducted in accordance with such instructions as the Administrative Examiner may issue in order to insure a fairly elected and representative Executive Committee.

13. Said Executive Committee shall consist of three, five, seven or nine employe members, the number for each Plant to be determined, preceding the first Election, by the Administrative Examiner.

14. Each General and Executive Committee shall elect from its own members, by a majority vote, a permanent Chairman.

15. Where General Committees are hereinafter referred to it shall mean Executive Committees, wherever such have been elected, unless otherwise specifically indicated.

BY-LAWS

A—Employes' Department Committees

POWERS AND FUNCTIONS

16. Department Committees, upon request, may adjust with a like or less number of the Management's Representatives, by agreement, all questions arising in their respective departments which the individual employes were unable to settle by direct negotiation with their foremen.

17. Department Committees may, and should, refrain from referring to the Management all questions presented by request, or otherwise, from individual employes, which upon investigation by said Committee are found to be without merit.

18. Department Committees, upon direct presentation individually or collectively, by employes or their respective Departments, may adjust with the Management, by agreement, all questions of mutual interest.

19. Department Committees may initiate and adjust with the Management, by agreement, any and all matters affecting or appertaining to the employes, individually or collectively, of their respective Departments.

20. Department Committees may take up of their own accord, or upon request by the Management, such problems as the conduct of employes, individually or collectively, and thus endeavor to increase production and cooperation.

21. Department Committees may adjust with the Management, by agreement, whether presented by appeal, reference or initiation, all questions in reference to the correct and proper application of the Bridgeport Award, including the Rulings and Interpretations thereof, as made by the Local Examiner, to the

employees, individually or collectively, of their respective Departments, with the proviso that the rights of appeal guaranteed by the Award, including said Rulings and Interpretations, shall not be in any way denied. Power to alter, change, or add to the rulings and interpretations of the Award as made by the Local Examiner is not vested in any committee.

22. Department Committees shall not have Executive or veto powers, such as the right to decide who shall, or shall not, be employed; who shall, or shall not, be discharged; who shall, or shall not receive an increase in wage; how a certain operation shall, or shall not, be performed, etc.

23. The individual members of Department Committees are, and shall remain under the same rules and regulations as the other employees.

24. Department Committees are restricted to the adjustment of matters only within their jurisdiction, as outlined under the Organization and By-Laws, by agreement, with their Managements. The obligation to promptly put into effect all matters agreed upon is placed entirely upon the Management.

25. Department Committees may, by mutual consent of the representatives of the Management, consider and have put into force, by agreement, any matter not otherwise specifically covered in these By-Laws.

26. Members of Department Committees shall serve for one full year, or until their successors are elected.

27. Any vacancy, or vacancies, in the membership of a Department Committee shall be filled by a special departmental election.

28. After the initial election under the supervision of the Examiner of the National War Labor Board, rules for subsequent elections, and any general rules or regulations pertaining to Department, General, and Executive Committees, may be decided by a two-thirds vote of the entire membership of the Joint Executive Committee, or General Committee wherever an Executive Committee was not elected.

29. No employee shall be eligible to membership on a Department Committee, nor to appointment as Judge of election, who has not been continuously in the employ of the Department involved for at least three (3) months immediately preceding the election; provided, however, that if there shall not be at the time of the election at least six employees of three months standing, said three months service qualification shall be omitted.

METHOD OF PROCEDURE

30. Employees desiring to have their Department Committee act for them, individually or collectively, whether as an appeal from a decision of their foremen, or as a direct presentation, shall file their case with the Chairman of said Committee in writing and signed, if practicable; otherwise, the Chairman of the Committee shall reduce same to writing. These matters shall be transacted on the premises outside of working hours.

31. The Chairman of Department Committees shall accept for consideration all cases filed as provided under Section 30.

32. The Chairman of any Department Committee shall call a meeting of the Committee at such times and places as the circumstances demand, for the consideration of such cases as have been filed, and also of such matters as the Committee contemplate initiating. Such meeting shall be held on the premises but not during working hours, or on company time, except upon consent of the Management.

33. Whether cases, or matters, considered in accordance with the provisions of Section 32 shall be taken up with the Management, shall be decided by a vote of the Committee. Two votes for, or against, any proposition shall decide and no reference or appeal to the joint Department, Executive, or General Committee can thereafter be made.

34. Whenever it is desirable for a Department Committee to meet with the Management for the presentation and consideration of prepared cases or other matters, the Chairman of said Committee shall request through the Foreman of the Department involved, a Joint Conference with such Representative or Representatives as the Management shall designate for this purpose, not to exceed in number the membership of said Department Committee. Such request shall be accompanied by a specification in writing of the matters to be considered.

35. The Management shall meet with such Department Committee in a Joint Conference upon the date requested, or, if for any reason this is impracticable, upon one of the next six days thereafter mutually agreed upon, not counting Sundays and Holidays.

36. Any Management shall have the privilege of calling a Department Committee to a Joint Conference by the method set forth in Sections 34 and 35.

37. The Chairmanship of each Joint Conference shall alternate between the Chairman of the Department Committee and the Spokesman for the Management's Representatives.

38. All Joint Conferences shall be held immediately following the close of the day's work upon the date fixed, unless by unanimous vote some other date is fixed, either in the Department involved, or in some suitable room convenient thereto provided by the Management for this purpose. Joint Conferences may be held on Company time by consent of the Management.

39. Joint Conferences shall be private except where witnesses may be called. Full and free opportunity shall be granted to all present to discuss, from every angle and viewpoint, all cases and matters presented by either side at each Joint Conference.

40. Immediately following discussion of any issue at a Joint Conference, a vote shall be taken upon the question at issue and a majority of two votes of the entire membership of the joint committee shall decide; that is, five votes out of a joint committee of six shall control.

41. When an agreement has been reached the case or matter in issue is settled beyond appeal, and shall be promptly adjusted in accordance therewith.

42. When no agreement has been reached, the Chairman of the Joint Conference, unless such case be withdrawn by the party proposing the action, shall immediately refer in written form the case or matter in issue to the Chairman of the Employees' General Committee for presentation, discussion, consideration and disposition at a Joint Conference between said Employees' General Committee and a like or less number of the Management's Representatives.

43. A record of proceedings of all Joint Conferences shall be made, signed by all members present and filed.

44. Annual elections for members of Department Committees shall be held during November of each year.

B—Employees' General Committees

POWERS AND FUNCTIONS

45. General Committees in Joint Conference with the Management's Representatives shall review all cases and matters not settled in a Joint Conference between the Department Committee and the Management, unless such case be withdrawn by the party proposing the action.

46. General Committees as a whole, in cooperation with the Management's Representatives, shall hold annual or special elections for members of the Department Committees, in accordance

with the above Organization Rules and Regulations and such amendments thereto as may be decided upon by a two-thirds vote of the entire membership of the Joint Executive Committee, or Joint General Committee wherever an Executive Committee was not elected.

47. General Committees, as a whole, shall have the right to fill by election from its members any vacancy occurring in their Executive Committees.

48. General Committees are not vested with Executive or Administrative authority, except as specified in Section 46.

49. General Committees are restricted to the adjustment of matters only within their jurisdiction, as authorized under the Organization and By-Laws, by agreement, with the Management. The obligation to promptly put into effect all matters agreed upon is placed entirely upon the Management.

50. Members of the General Committees shall serve for one year, or until their successors have been elected.

51. Vacancies in General Committees as a whole are automatically filled by the new Chairmen of the Department Committees from which the outgoing members originally came.

52. The right of a General Committee, and also of the Representatives of the Management to initiate and discuss in a Joint Conference any matter appertaining to the plant as a whole, is hereby granted.

METHOD OF PROCEDURE

53. Whenever the Chairman of a Joint Conference between a Department Committee and the Management shall refer in written form any unadjusted case or question to the Chairman of a General Committee, the latter shall promptly turn the original or copy thereof over to the designated Spokesman of the Management's Representatives, together with a request for a Joint Conference on some specific day.

54. The Management shall meet with such General Committee in Joint Conference upon the date requested, or, if for any reason, this is impracticable, upon one of six days thereafter mutually agreed upon, not including Sundays and Holidays.

55. Any Management shall have the privilege of calling a General Committee to Joint Conference by the method set forth in Section 53.

56. The Chairmanship of each Joint Conference shall alternate between the Chairman of the General Committee and the Spokesman for the Management's Representatives.

57. All Joint Conferences shall be held immediately follow-

ing the close of the day's work upon the date fixed, unless by unanimous consent some other date and time is selected, either in the Department involved or in some suitable room convenient thereto, provided by the Management for this purpose. Joint Conferences may be held during working hours and upon Company time by the consent of the Management.

58. Joint Conferences shall be private except when witnesses may be called. Full and free opportunity shall be granted to all present to discuss from every angle and viewpoint all cases and matters presented by either side at each Joint Conference.

59. Immediately following discussion of any issue at a Joint Conference, a vote shall be taken upon the question at issue and a majority of two votes of the entire membership of the Joint Committee shall decide; that is, five votes out of a Joint Committee of six, or seven votes out of a Joint Committee of ten, shall control.

60. When an agreement has been reached, the case or matter in issue is settled beyond appeal and shall be promptly adjusted in accordance therewith.

61. In case the General or Executive Committee in Joint Conference fails to reach an agreement, before other action shall be taken, said Committee shall refer the matter in question to the highest Executives of the Plant Management for consideration and recommendation.

62. A record of proceedings of all Joint Conferences shall be made, signed by all members present, and filed.

C—Referendum and Recall

METHOD OF PROCEDURE

63. Whenever the services of any Committeeman, as such, becomes unsatisfactory the employes of the Department which he represents shall have the privilege of the Referendum and Recall.

64. Whenever twenty per cent (20%) of the employes of any Department shall sign a petition asking for a vote upon the recall of their Committeemen and file said petition with the Chairman of the General Committee, a special election for that Department shall be held by said Committee promptly, in order to determine whether said Committeeman shall be recalled or continued in office.

65. If, at said special election, one-third or more of the actual employes of the Department involved shall vote to retain the

services of the Committeeman in question, he shall not be recalled from service.

66. If at said special election more than two-thirds of the actual employes of the Department involved shall vote to recall the Committeeman in question, his services as such shall cease forthwith.

67. Whenever a Committeeman shall have been recalled, in accordance with Section 66, the vacancy thus created shall be immediately filled in line with the provisions set forth in Section 27.

D—Amendments

68. The foregoing By-Laws may be amended by a two-thirds vote at a Joint Conference of the General Committee and the Management.

The foregoing is a correct copy of the organization plan and by-laws.

GEORGE S. HAWLEY,
Attorney.

Montgomery Ward & Company Have Revised Their Bonus Plan

Under the revision the following plan was made effective:

1. All time clock employes on our payroll on January 1, 1919, and those employed during January, February and March will receive one week's additional pay on September 1, and two weeks' additional pay on December 23rd, provided they are still in our employ on that date.

2. All those employed during April, May and June, 1919, will receive two weeks' additional pay on December 23rd, provided they are still in our employ on that date.

3. All those employed during July, August and September, 1919, will receive one week's additional pay on December 23rd, provided they are still in our employ on that date.

The late and absence record will not determine the amount of bonus to be paid, but will, together with a personal output record, establish your value to the company.

The Eastern Manufacturing Company Establishes a Dental Department

The Eastern Manufacturing Company, paper manufacturers, has joined the list of progressive industrial institutions which have established dental departments for the benefit of their employes.

EMPLOYEES' RESTAURANT AT THE WISCONSIN STEEL WORKS

The Company is One of the Plants of the International Harvester Company, and the Restaurant is Wholly the Employees' Institution and Not a Company Activity, although the Company Constructed the Building and Exercises a Helpful Influence.

By MRS. CAROLYN S. DAVISON

The Wisconsin Steel Plant is located at 106th Street, South Chicago, and it employs about 2,000 men. The General Superintendent is Mr. George E. Rose, and the Superintendent of Employment and Safety, is Mr. Clyde Brading.

At present the plant is operated twenty-four hours a day, there being three shifts each working eight hours. On Saturday, work is suspended at twelve o'clock M., while on Sunday no work is performed, save as may be necessary by way of repair.

History of Restaurant

The desirability of a special restaurant for the employes of the mill was recognized several years ago. The nourishment of many of the men left much to be desired, their lunches, particularly during the latter part of the week, consisting as a rule of cold ham and pie. This tended to lower their vitality and strength and therefore also their efficiency. Mr. Rose insisted strongly on the importance of proper food, as an essential to good work and as an indispensable factor in maintaining production. The Industrial Army is as dependent upon muscle forming, energy producing food as the soldiers were, and the men must have well thought out, well cooked and well served meals at a moderate price.

The company decided to construct a building on a convenient central plot of its grounds and establish an adequate and modern restaurant therein, with kitchen and other facilities. An appropriation was made by the company for the purpose and the building was erected and practically turned over to the employes for use and management as a restaurant. No rent or interest is charged for the capital represented by the investment.

For the first years the restaurant was operated at a considerable loss. Since 1918, however, it has been self-supporting, and more, occasionally finding itself in possession of a small surplus, which, by the way, is returned to the patrons of the restaurant in the form of better meals, lower prices, or a special feast—on a holiday, for example.

Management

The restaurant is wholly "the employes' proposition," not a company institution. It is managed and directed by a committee of the employes. The first committee was chosen in this manner: Each department superintendent named three employes to run as candidates for positions on the committee, the employes choosing ten men from the total number of nominees. To-day the superintendents have nothing to do with the nominations. The committee itself nominates three employes from each major department. The names of all the nominees go on general ballot, and each employe marks with a cross the square opposite the name of the man, or men, of his choice.

One-half of the committee—five men—retire every six months, so that at no time is the committee altogether new or inexperienced.

The men are encouraged to make suggestions and complaints freely to their representative committee. Prices, quality of food served, the manner of serving, the appearance of the restaurant, the manner of the waiters and others, are among the subjects on which suggestions have been and may be made at any time. This relationship between the men and the committee has had many beneficial results, including the doubling of the patronage in the nine months of the committee's existence under the present plan of nominations and elections.

The committee elects its own chairman and secretary, and meets every third week on Thursday. The members generally bring with them fresh ideas from the departments in which they work. The meetings are attended by the superintendent of labor and safety, and by the restaurant manager, who spends all his time in that establishment and at night is replaced by a night manager. These functionaries represent the company.

Employes and Workers at the Restaurant

As the restaurant is open day and night, seven days a week, it requires the services of a considerable number of persons. It employs:

One manager, who is a cook by trade, and whose pay is \$165 a month, plus a bonus.

One day chef.

One night chef.

An assistant chef.

A relief cook.

A short order cook.
A dish washer.
A kitchen girl.
A counter man.
Four waitresses and two porters.

None of the restaurant employes work longer than ten hours out of the twenty-four. No night work is done by the women. The work and the hours are so arranged that there is sufficient help at all times to handle the patronage. Thus, for example, the chef comes on duty at 5.00 a.m. and quits at 3.00 p.m. The assistant chef comes on at 9.00 a.m. and quits at 7.00 p.m. The relief cook comes on at 3.00 p.m. and stays until 11.00 p.m. The dishwasher, short order cook and kitchen girls begin work at 7.00 a.m. and quit at 5.00 p.m. Potatoes are peeled and mashed by a machine and dishes are washed by machinery. Of the waitresses, one comes on at 6.00 a.m. and is relieved at 4.00 p.m. One comes on an hour later and works an hour later. The other two come at 9.00 o'clock in the morning and are relieved at seven in the evening.

The work-day includes reasonable time allowance for changing clothes, washing, etc., at starting and quitting, for eating breakfast and lunch and dinner before going home, if desired. This takes care of the day force. The night force consists of night manager, night chef and counter man. They come on at 7.00 p.m. and are on duty until 5.00 a.m. This arrangement gives sufficient help on hand at all hours to handle the service for an average of about seven hundred meals per day.

The Service, Quantity, Kind and Quality

The restaurant serves on the average about seven hundred meals a day. On Saturday and on Sunday, naturally, the patronage is much smaller than on the first three or four days of the week. The daily menu is arranged with a view of balance of food, for health and fitness for work and the results desired.

The chef buys whole beeves, whole lambs and other food-stuffs and provisions in corresponding quantities, sixty loaves of bread being used a day, two gallons of catsup, twenty pounds of coffee, and, in the summer, ten gallons of ice cream, and between 250 and 300 bottles of soft drinks. One hundred extra size pies are consumed daily, the portions being one-quarter of the pie.

Only the highest and best grades of meat, butter, eggs, coffee

and sugar are bought and served. Purchasing in large quantities at the right places makes it possible to obtain reasonably moderate prices for the products used. All the milk used is tested for butter fat daily, and runs from three-sixths to three-eighths per cent. as compared to the city ordinance requirement of but three per cent.

The quantity served:

Soup—one-half pint.
 Meat—eight ounces.
 Potatoes—twelve ounces.
 Bread—three slices (two white, one rye).
 Butter—one pat.

A typical dinner menu, February 7, 1919:

Roast pork and dressing	30 cents.
Baked halibut steak	25 cents.
Kidney stew	23 cents.
Maccaroni and tomatoes	25 cents.
Pork and beans	23 cents.

With any one of the above orders are served:

Soup, bread and butter, coffee or tea or milk, and a dessert—stewed prunes, for example, as on the day in question.

Pie, ice-cream, soft drinks, pickles and fruits, in season, can be bought in addition to the regular menu.

Short Order Meals

In addition to the regular dinner, there is a large choice of meals in what is called "short order service" at a very moderate price—thus:

T-bone steak	40 cents.
Sirloin steak	35 cents.
Pork chops (3)	35 cents.
Pork tenderloin	40 cents.
Bacon and eggs	30 cents.
Boiled ham	10 cents.
Wheat cakes	10 cents.
Cheese and fried ham	10 cents.

(All short orders for meat or eggs, include potatoes, bread and butter, coffee, milk or tea.)

In the soup order, there is plenty of variety, as no particular kind repeats itself oftener than every ten days. Live clams are always used in making chowder.

At the suggestion of the men themselves, chop suey is served

about once a week. A heaping plateful, including rice, bread and potatoes, coffee and dessert, constitute an order, and costs 30 cents. (Eighteen gallons per day is required.)

Pork tenderloin is a favorite short order, two hundred pounds a week being used, one large or two small tenderloins served in an order.

Time of Serving Meals

Short orders are served at all hours of the day and night, except during the regular dinner hours.

Regular dinners are served from 11.15 to 2.00 p.m. and from 5.00 p.m. to 7.00 p.m., and for the night workers, from 11.15 p.m. to 2.00 a.m.

How the Employees are Served: Cafeteria Plan

The men enter the restaurant from a wash room situated a few feet south of the building, the wash room being fitted with showers and the standard International Harvester Company troughs, with running hot and cold water, soap and paper towels for the hands. Anyone who wishes to wash his face as well as his hands is supplied, at request, with an individual towel at the expense of the company. Because they are returning to the grime of the mill, only a few stop long enough to wash their faces.

Entering at the south end of the restaurant, the patron provides himself at the service counter with an aluminum tray, a knife, a fork and spoons. He then places his tray on a front rail on which it can be slid along as it is being filled. The service counter is sufficiently long and wide to avoid crowding the food placed thereon. At the hot table he is served by the chef, with the meat and vegetables preferred by him. He passes along to be further served with soup, bread and butter by a waitress, and, further on, another waitress serves dessert and coffee, tea or other beverage. At the end of the serving counter, a girl at the cash register looks his tray over, and figuring the cost of his meal, puts a check for the amount on his tray. The meal finished, the patron leaves the restaurant at the north end of the room, passing the cigar and tobacco counter, behind which sits the cashier, who either takes cash in payment, or tears off a coupon from his meal book. Such meal books are sold at various prices, from one dollar up to five dollars, and the price may be deducted from the weekly pay roll.

The men seat themselves at clean, white, attractive, composition glass tables that accommodate six persons. Eight men can

sit at the same time at the short-order counter. The stools fold under the table to facilitate the proper cleaning and washing of the floor. Before sitting down, the men can serve themselves with well-water from a fountain in the center of the room. This water is drawn from a well 1600 feet deep, right in the plant. The water being cooled in the summer to a temperature of fifty-five degrees. Napkins are found on the table, this having been suggested by the men's committee.

Who May Eat at the Restaurant

Any man can come into the restaurant, if he has the regulation brass check that an employe must show to the gatekeeper before entering the plant. In other words, any employe of the company is welcome as a patron of the restaurant. Single men are encouraged to take all their meals there, because of the superior quality and larger quantity of the food they can procure there as compared with service in other establishments accessible to them.

A married man, whose wife or children are sick, and who cannot have a proper breakfast at home, can eat breakfast at the restaurant on the company's time, provided he gets the permission of his foreman, which permission is always gladly granted.

As a matter of fact, many single employes take all their meals, even on Sundays, at the restaurant, having learned to appreciate its service and the prices charged.

The Appearance of the Restaurant

The restaurant is painted white, has a cement floor, the walls are tiled to five feet above the floor. It has eighteen windows, and the kitchen has six windows. There are green shades to soften the light of day. The artificial lighting is indirect. It has an electric clock, controlled by a master clock in the main office of the plant. A ventilating system changes the air every ten minutes, and there are three ceiling fans for use in summer. The fountain is in the center of the room.

The restaurant and kitchen are always clean, and the men are now eager to cooperate in keeping them so and coming in with clean hands—if not always because of their work and environment—with clean faces.

It is to-day the unwritten law of the restaurant that no one must come in with unclean hands, and his cap on. At first it

was necessary to preach and talk hygiene and sanitation, and to keep tactfully before the men the necessity for clean hands when eating, and the desirability of taking their caps off. Now they, themselves, manage this condition and discipline the careless or lazy workmen who come into the restaurant with dirty hands and their caps on. Nine-tenths of the patrons never think of so coming in.

Benefits of the Restaurant

It is not possible to trace all the physical and moral benefits of a restaurant so conducted and managed as this pet hobby of Mr. Rose's is. The health of the employes could not fail to improve. One bit of significant testimony may be found in the decrease of the sale of milk in bottles at irregular hours of the day or night. When the food the men brought with them was insufficient in quantity, less palatable and nutritious, men would buy milk in the afternoon or at other times between meals. Now there is little demand for milk outside of the regular meal hours.

The democratic character of the committee running the restaurant, and of its relations with the men tends to develop better feeling. The cleanliness of the room, the pure air, the cheerful service and the companionship in cooperative effort all have the effect of bringing workmen together in understanding and appreciation. The men can see that the restaurant is operated wholly for their benefit.

A surplus, as stated, is turned right back into the restaurant. One illustration of this was the Christmas dinner served in 1918. It was a turkey dinner, twelve pound turkeys cut into twelve orders each, all the customary trimmings, relishes and extras—ample and generous. It cost 65 cents a plate, but was served for 35 cents, the men knowing that the surplus fund covered the particular deficiency.

Cost, Price and Profit

In December, 1918, the average cost of a regular meal was .2479. The average price received per meal was .2561. The profit per meal was thus no more than .0082, yet, because in that month 20,798 meals were served, even the small profit yielded a surplus in the aggregate.

Strawbridge & Clothier Company's Employees' Restaurant

The menu is varied and attractive, and affords employes appetizing, wholesome lunches at prices within the reach of all.

The menu selected from the March house organ affords the foods given and at the prices quoted:

Roast beef and potatoes	\$0.15
Chicken soup05
Potatoes and gravy05
Grapefruit07
Lettuce sandwich05
Ham or cheese sandwich05
Puddings, pies, cakes, fruits, at or below cost.	
Coffee or tea03

Death of an Associate Member, Major James A. Roosevelt

The pioneer members of our Association will recall with kindly recollections Mr. James A. Roosevelt of New York, who was one of the earlier associate members, and who was for some years Chairman of our Committee on Allied Institutions.

At the time the United States entered the European War, Mr. Roosevelt volunteered and rose to the rank of Major. In March, Major Roosevelt was ordered to return to the United States and died on the transport "Great Northern" while the steamship was four hundred miles East of Sandy Hook. He was being sent to the United States for the purpose of arranging plans for a welcome home of the National Army Division. The writer knew Major Roosevelt very well. He was one of the most active workers of our Association. It was his custom to occasionally invite the writer to dine with him and to talk over all the possibilities for additional activities on the part of our Association, as well as the progress that was being made with the work in hand. He was a cousin of Theodore Roosevelt, a patriotic citizen, and a warm and lovable friend. He was one of the leading railroad engineers in the United States.

United States Steel Stock Held by Workers

The annual statement of the United States Steel Corporation shows that since January 1 of this year 156,680 shares have been subscribed for by the workers, no fewer than 60,741 employees buying the stock. The stock subscribed for is 64.2 per cent. more than in the same period of the preceding year, while the increase of subscribers is 40.4 per cent. Employees receive a special dividend over and above the regular payment, which naturally has some influence on the distribution.

NEW BOOKS THAT MAY INTEREST OUR MEMBERS

How to Prevent Sickness, by Dr. G. L. Howe, Medical Director Eastman Kodak Company. Published by Harper Brothers, New York. Price, \$1.25.

So far as the writer is advised, this is the first book designed and written with the object of being helpful in securing and maintaining health for the workers in industrial institutions. As the author says "if it is important to prevent accidents, it is even more important to prevent sickness." The author further points out "it has been estimated that each of the thirty million persons employed in industry in this country loses on an average nine days a year because of sickness, a gross annual loss equivalent to nearly one million years of work, and causing an annual estimated loss in dollars of something like eight hundred million." The object of the author in writing his book is to bring information to officials of industrial institutions that will aid in reducing sickness and also in reducing the consequent loss and waste, due to sickness. This is a book that should be in the library of every industrial corporation. As Gladstone once remarked, "in the health of the people lies the wealth of the Nation."

Training for the Electrical Railway Business, by C. B. Fairchild, Jr. Published by Lippincott, Philadelphia. Price, \$1.50.

The book was prepared under the supervision of Mr. T. E. Mitten, President of the Philadelphia Rapid Transit System, which company is a Class "A" member of our Association. The size and importance of the street railway business demands careful consideration as to the selection and training of those who are to enter this industry. Mr. Fairchild in his book presents the organization, the channels of advancement, the opportunities to use one's talents, and the needs for men. While the book would be helpful to anyone whether they proposed entering the street railway business or not, it is especially helpful for those who will enter the street railway industry and for those already in the industry.

The Winston Simplified Dictionary, edited by William D. Lewis. Published by The John C. Winston Company, Philadelphia. The book contains 820 pages with 800 illustrations bound in cloth. Price, 96c. postpaid.

The authors claim for the book that it gives more definite and clear definitions of the words in common use—over 40,000 such words, each set out in bold type and each defined in terms

easy to understand. The book should prove popular with industrial institutions.

Vocational Civics—A study of occupations as a background for the consideration of a life career, by Frederic M. Giles and Imogene K. Giles. Published by The Macmillan Company, New York. Price not stated.

In the preparation of the manuscript for this book, the authors have consulted freely with officials and industrial institutions, including the International Harvester Company and the National Cash Register Company. The object of the book is to be of service to the boy or girl who is trying to find his or her proper place in the world of occupations. Government service, agriculture, transportation, manufacturing and the building trades, commercial occupation, the professions and other opportunities for employment are discussed. There is considerable of valuable information in the book, which makes it worthy of a place in the Corporation School Library.

Beginners' French Reader, by Peter J. Scherer, Director of Modern Languages of the Indianapolis High School. Published by the World Book Company, Yonkers, N. Y. Price, 88c.

This book possesses value chiefly for those who desire to undertake mastery of the French language. It is a beginner's book and seems to be well prepared to fill its mission. It will be of interest largely to those of our readers who intend to prepare themselves for foreign commerce.

NEWSY NOTES

The R. H. Macy Department Store of New York City is among the progressive institutions that offer prizes for suggestions for better service. A first prize of \$10, a second prize of \$5, and a third prize of \$2 are awarded each month.

The Welfare Department of the Packard Motor Car Company has supervision over the following different activities which are carried on in behalf of the employes of the company: Recreation, Legal Advice, Packard Aid Association, Cooperative Store, Red Cross Visiting Nurse, Factory Employes' Vacation, Senior League, Employes' Paper, Fuel Supply, Patriotic Campaigns, Liberty Loans, War Saving Stamps, Boy Scouts, Brotherhood Xmas Club, with their many sub-branches, comprise the bulk of this work. From time to time many additional duties arise. In

fact, practically all public and social undertakings of any nature in which the Packard Company participates are supervised and directed by Welfare Department.

The Eastern Manufacturing Company, manufacturers of paper, and a Class "A" member of our Association, has a unique way of handling complaints received from customers. These complaints are catalogued by managers and published in the "house organ" that each employe may know the causes which lead to the complaints. The major portion of such complaints for the last six months have been due to faulty packing. This placed the packing department of the mill before the other employes in a bad light, but the condition was soon remedied, for during the month of February this year, not a single complaint was received from any customer.

The Packard Motor Car Company maintains an employees' cooperative store.

William H. Cameron, General Manager, Secretary and Treasurer of the National Safety Council since its organization, has resigned to become Manager of Industrial Relations of the Eastman Kodak Company, a Class "A" member of our Association.

Montgomery Ward and Company also encourage musical activity. They have an excellent orchestra among their employes. We have not noted the formation of a choral club, but this will probably follow, as it has been definitely ascertained that choral clubs are excellent means of holding the interest of employes as well as developing musical talents. The employes' orchestra furnishes the music for the social hour which precedes the hour of the evening schools. The company furnishes free suppers to all employes who have enrolled in the class.

Educational Progress in the Southern States

A summarized account of one year's advancement in Southern schools is made in the last annual report of the General Education Board. To select significant items:

Alabama—Of the sixty-seven counties, fifty-two have now levied the three-mill county school tax.

Arkansas—The State-wide compulsory education law of

1917 has been put into effect. Sixteen additional counties have come under county school supervision.

Georgia—The Legislature appropriated \$3,200,000 for schools, or \$500,000 more than ever before.

Kentucky—State University and normal schools have been given a sure, automatically increasing income by a mill tax.

Louisiana—The Legislature has submitted constitutional amendments which would double the State and parish permanent school funds.

Maryland—Annual State appropriation increased from \$1,750,000 to \$2,000,000.

North Carolina—Legislature authorized submission of a constitutional amendment making State and county school taxation mandatory, and increasing minimum school term one-third.

South Carolina—Appropriated \$500,000 in addition to taxes; ten years ago appropriated \$20,000.

Virginia—Appropriation increased from \$580,000 to \$750,000, and in addition a tax levied on all property which will produce \$660,000.

William H. Ingersoll After Studying "Democracy in Industry" in England Favors Adoption of the Plan for the United States

William H. Ingersoll, of the Ingersoll Watch Company, a Class "A" member of our Association, is also a member of the Employers' Industrial Commission of the United States Department of Labor, which for some time has been investigating the relations of labor and capital in the chief British centers of industry.

In a recent interview with the London correspondent of the *New York Times*, Mr. Ingersoll expressed as his personal opinion that Great Britain would come safely through the present period of unrest.

"There are over here," he said, "a larger number of workmen than we have who have thought deeply and seriously on industrial and economic problems. Our men, with good wages and a general belief in their own power of rising in the world, have not had the same reason to think on these lines. Englishmen may sometimes arrive at wrong conclusions, but they are in earnest. They are not revolutionary. They know they must make progress slowly, and they are stable enough to elect the same experienced leaders year after year. Then there is a sufficient number of go-ahead young men to keep the leaders alive, and I believe this results in a happy combination."

Mr. Ingersoll has found the workers more inclined to take the unrest seriously than the employers. The latter, he said, thought it was largely a result of the war and the great strain of anxiety and long hours of continual work. Mr. Ingersoll's own observation confirmed that point of view, he said, and he thinks the unrest will gradually work off. At the same time he noted that British skilled labor as a whole was not as well off as that in America, although there was little to choose in the less skilled lines.

His attention was called to recent comparisons of the relative productivity of British and American skilled men. He replied:

"I think that is largely the result of a difference in the standard of living. As the British standard improves the amount of production will improve. In the home trades, such as leather, wages have been so low that employers seem to me to have been economically crazy. I can't understand how they could have hoped to buy anything of real value at the price they paid."

One fault, or alleged fault, of the British workingmen, is deliberate slacking in their work under the system known as "Ca' Canny." Mr. Ingersoll said he had hardly come across it at all. None of the employers had complained about it to him, he said, and only a few of the miners had mentioned it. He was much interested in the so-called democratization of industry under which workingmen have some voice in the management of shops in which they work.

"It has gone very much further here than in America," he said, "and it should be an excellent thing. It will give workers excellent training and teach them a sense of responsibility."

Mr. Ingersoll was also hopeful concerning the effect of the "dilution of skilled labor," of which so much has been heard during the war. It would not mean any real lowering in the standard of skilled labor, he thought, even if some of the women who have been doing skilled work were kept on.

"It will only mean," he said, "that the men they displace will be moved on to do still more highly skilled work, preparing for the dilutees, and as these will now have a chance of earning far more money than ever before they will develop a new demand for commodities and that will give employment to still more skilled labor. Individuals of course may suffer, but men who can adapt themselves have nothing to fear."

Higher Education in Japan to be Widened

The Ministry of Education of Japan has prepared a plan to extend higher education to cover the next six years and to cost

about \$22,000,000. Part of this expense has been provided for by a gift of \$5,000,000 from the emperor. It is intended to establish thirty-three new and high technical schools and to raise all the higher schools to grade of colleges. This would provide for teaching of thousands of students who cannot now be accepted by government colleges, several of which have desk rooms for only 15 per cent. of students applying for admission.

An Endowment to Educate English Workers

Sir Ernest Cassel, the financier, has placed £500,000 in the hands of trustees for educational purposes in England, particularly the following:

First—The promotion of adult education in connection with the Workers' Educational Association or any other association or body approved by the trustees.

Second—Scholarships for encouraging the education of workmen or their sons and daughters.

Third—The promotion of the higher education of women by assistance to colleges for women.

Fourth—The promotion of the study of foreign languages.

Fifth—Toward the establishment of a faculty of commerce in the University of London on such terms as the trustees may approve.

The trustees are: A. J. Balfour, Secretary for Foreign Affairs; Herbert H. Asquith, former Premier; H. A. L. Fisher, Minister of Education; Viscount Haldane, Sir George Murray, Sidney Webb, and Miss Philippe Fawcett.

Montgomery Ward and Company's Personnel Activities

President Robert J. Thorne, who was Assistant to the Acting Quartermaster General during the war period, has received the distinguished service medal.

This company has a "Progress Club." The functions of the club are to increase the efficiency of the employes of the company. The club is divided into two sections and there is keen rivalry. The club not only studies the activities which pertain directly to the work of the members, but it also studies and analyzes human elements in business. On March 10th a new class was inaugurated at the company's Training Department, which will take up the handling of orders, ticket marking, and similar functions with which every employe should be thoroughly familiar. The course consists of fourteen lectures.

FINDS CARELESSNESS CAUSE OF ACCIDENTS

**Steel Corporation Bulletin Analyzes 185,490 Accidents in Its Plants—
Reports 90 Per Cent. Preventable.**

Accidents in the steel industry are not more numerous than in a number of other industries, according to a bulletin recently issued by the United States Steel Corporation. The Bulletin says in part:

"Truly the steel industry has claimed its toll in accidents, but not to a greater extent than any other industry. An explosion in a steel mill is reported immediately in the newspapers throughout the country, whereas the many accidents occurring in agricultural pursuits do not come to the knowledge of the public.

"In a study of the causes of 185,490 accidents which have occurred in the plants of the Steel Corporation, it is found that but 4.36 per cent. were due to hot metal, fluedust, or flames, which might be considered entirely distinctive to the steel industry, and not peculiar to all industries. Nearly one-half, or 44.78 per cent. of these accidents, were attributed to hand labor, and one-third of those were due to falling material.

"The conditions under which these accidents occur are almost wholly within the control of the workmen, and are due largely to their carelessness or thoughtlessness. Another class of accidents coming within the division of hand labor are those in connection with the use of sledges, hammers, hatchets, and hand tools. More than 7.21 per cent. of 185,490 accidents were recorded in this class. In addition to these hand-labor accidents, which, according to the classification itself, indicate that they are due to carelessness, there are hundreds of accidents classified under other causes where the carelessness or thoughtlessness of employes were contributing causes. In carefully analyzing the causes of any 100 accidents it will be found that at least 90 of them might have been prevented if a little more care had been used.

"The total number of accidents associated with machinery causes, excepting those in connection with overhead electric cranes, amounted to but 4.98 per cent. No doubt this very low percentage is due to the protection afforded by the mechanical safeguards installed by the subsidiary companies. The accidents represented by even this low percentage do not indicate that the machines were not properly guarded, for employes do get hurt

through their own carelessness, even though the machines are completely equipped with safety devices.

"Other interesting facts are that of 185,490 accidents but 138 occurred in or around boilers; only 119 were charged to excavating (and here most of the labor is foreign), while but .72 per cent. were due to electric shocks other than from cranes. All accidents in connection with overhead cranes, including those from shocks and handling material, were but 4.08 per cent. of the whole. Evidence of the workmen's carelessness is shown by the following figures: 14,698 of these same 185,490 accidents were due to falls; of this number 61 per cent. were from falls on the ground level and not from ladders, scaffolds, and stairways, where some protective device might be installed.

"It will be seen by the figures quoted that mechanical safeguards do not play as important a part in accident prevention work as may be supposed. While the guarding of all machinery is essential, and is just as important as any other phase of the work, still more accidents happen where the conditions are entirely within the control of the workmen themselves and which can be charged to carelessness or thoughtlessness on their part than those directly due to machinery causes."

A chart sets forth graphically good results obtained in the safety campaign. Taking as a basis 1906, when the campaign was inaugurated, the chart shows an almost continuous decrease in the accident rate, which in 1918 was 51.67 per cent. less per thousand men than in 1906.

Better housing facilities for the corporation's workers, the establishment of clubs, athletic, musical and similar organizations, are the subjects of chapters in the Bulletin. A number of pictures show what has been done in this respect at Morgan Park, the most important of the newer steel towns built by the corporation to provide living accommodations for the workers at the Duluth plant of the Minnesota Steel Company and in the smaller towns of Lynch, Kentucky, Chickasaw, Alabama, and others.

"Good Fellow Club" of the Joliet Works of the Illinois Steel Company

The Joliet Works of the Illinois Steel Company has a "Good Fellow Club." The objects of the club are to see that worthy employes of the company are not neglected in time of trouble and stress. The financial report of the Club for the year 1918 shows

receipts of \$2,257.80 and disbursements of \$1,550.94. The money was largely spent for groceries, wages of nurse, sick supplies, coal and other fuel, and Christmas baskets. The nurse, in addition to such activities as she was called upon to perform for the Club, also gave considerable time to the work of the Anti-Tuberculosis Society and the Child's Welfare Association.

The Lunch Hour Activities

Several of the Class "A" member companies of our Association are giving increasing attention to the subject of lunch hour activities. One of the companies which has made extensive progress along these lines is the Winchester Repeating Arms Company. From the house organ of this Company we take the following account:

A spreading interest in the three daily events being held in the five centers has characterized the happenings of the last two weeks. As one of the men put it the other day—"Things like these certainly make a good break in the day."

Some of the speakers and entertainers heard recently include Robert Kiphuth, Director of the Yale Swimming Team, who spoke in Tract B, January 22nd, on special phases of physical training; Dr. F. M. Wright, who spoke in Tract H, January 23rd, on the aims and organization of the city Board of Health; Hon. F. L. Perry, Secretary of State, spoke in Tract A January 24th on "The War and Its Outcome"; Rev. Wm. Maylott, who spoke in Tract F, Jan. 28th, his subject being "Lost in Mammoth Cave." Entertainment in Tract B was furnished on January 29th by the Triangle Male Quartette, assisted by J. S. Fleming, soloist. January 30th, Donald Adams, Secretary of the Civic Association, spoke in Tract H on "Our City." Special music was furnished at each of these occasions by Mrs. Lee, Miss Barnes and Mr. Passmore.

Boxing furnished the sporting activity for the week of January 20th, Lieut. Eagan of Yale, Jack Fishman of Receiver B, Eddie O'Brien and Carl Pleines of Machine Tool Finishing, boxed several four round exhibitions in each of the tract centers. Large crowds enthusiastically applauded the science shown by these clever boxers.

Fencers from the Yale Fencing Team and the New Haven Y. M. C. A. gave exhibitions the week of Jan. 27th. These included Messrs. Millis, Leicester, McCay and Bishop of Yale, and Messrs. Taylor and Livingston of the Y. M. C. A.

The noonday sings, conducted by the Winchester song lead-

ers, have gone along daily as usual, in connection with the Winchester band and orchestras.

Educational Courses of the Illinois Steel Company

The evening schools of the Illinois Steel Company (Gary Works) include study in all technical subjects pertaining to Steel Making as well as a thorough course in English.

Following are Courses offered: English, Chemistry, Blast Furnace Practice, Open Hearth Practice, Coke Oven Practice, Mechanical Drawing, Gas Engine, Electricity, Mathematics and Masonry Construction, Rolling Mill Practice, Shop Practice and Mathematics, Metallurgy.

The sessions are held in the General Office Building in classrooms provided along with the Library and Plant Auditorium.

The Instructors are mill workmen engaged daily in the line of work covered by their classes and are chosen because of their knowledge, training, and experience in their line.

The courses are available to every employe without expense. The only requirement is the desire on the part of the man to learn English or add to his knowledge of the technical phases of his work and thereby add to his own efficiency.

ENGLISH CLASSES

The English course is divided into three different classes, the elementary, intermediate, and advanced sections.

The elementary section is particularly for men with no previous knowledge of the English language.

The work in the intermediate section is a continuation of that in the elementary, but is not only for accommodation of men that have finished one term of study, but as well for men who have already some knowledge of English.

The work in the advanced section follows the previous sections, but is adapted for all employes who have had very little or no work in the Grammar School.

OUTLINE OF COURSE

Elementary Section:

1. Alphabet, Word Study and Spelling.
2. Copy Book Writing.
3. Elementary Arithmetic.

Intermediate Section:

1. Reading with Text-Book.
2. Copy Book Writing.
3. Arithmetic.

Advanced Section:

1. Reading.
2. Arithmetic.
3. Penmanship, Composition and Letter Writing.
4. Civics—History of our Country.

Government to Cooperate in the Education of Illiterates

To meet the problem of Americanization, a bill has been introduced into the Senate by Senator Hoke Smith and into the House by Representative William B. Bankhead. It directs the Bureau of Education to cooperate with the States in the education of illiterates and of non-English-speaking residents, and in the preparation of teachers for the work.

The bill is in line with Secretary Lane's Americanization program. The appropriations under it are to become immediately available if it is passed, and to end in 1926. The Federal appropriations would be used for training teachers and for salaries, not for buildings or equipment. States, in order to share in it, must require the instruction of illiterates and non-English-speaking minors more than 16 years old for at least 200 hours a year. There are about 8,000,000 such persons.

Navy Department Inaugurates Correspondence Method of Instruction

The Navy Department, with the approval of Secretary Daniels, proposes to inaugurate the correspondence system of instruction. The courses will be conducted in connection with the Naval War College, whose curriculum is to be greatly strengthened.

Admiral Sims, who has been in charge of naval operations in foreign waters, will return to take charge of the college. It is Admiral Sims' intention to make the new courses an important part in every officer's training. In fact, the plan is to ultimately have no flag officers who have not attended the school.

The correspondence course will include instruction in naval tactics and strategy, and it was suggested to-day that the college might even take up some of the problems arising from the formation of a League of Nations.

Aside from the purely naval subjects which will be taught, the school will have in its faculty two or three civilian instructors, authorities in their respective lines, who will teach international law, economics and other subjects of value to naval officers.

Training the Key to Advancement

The Mountain States Telephone and Telegraph Company in calling attention to the renewal of their educational and training courses on a pre-war basis point out:

"The proximate purpose of vocational training is to fit one to better fill his present position, which naturally results ultimately in one being qualified for a better position. This thought was expressed in substance by an eminent educator, and it is undoubtedly good reasoning. The man who best fills his present job is generally the one selected for the job higher up."

Employee Record of the Winchester Repeating Arms Company

On New Year's Day about five thousand of the employees of the Winchester Repeating Arms Company were present at a reception and entertainment given in honor of the veteran workmen of the Company. The terms of service with this Company have been unusually long. There are 237 employees who have been with the Company for 25 years or more, 1,242 employees have been in the service of the Company for 10 years or more, and 996 other employees have 5 or more years to their credit.

DIRECTORY OF LOCAL CHAPTERS

Chicago Chapter

FRED R. JENKINS, Chairman.
Commonwealth Edison Co., 72
West Adams St.
J. J. GARVEY, Secretary-Treasurer.
Western Electric Co., Hawthorne Station.

Philadelphia Chapter

MONT H. WRIGHT, Chairman.
John B. Stetson Co., 5th and
Montgomery Avenues.
WILLIAM C. ASH, Secretary-Treasurer.
Philadelphia Trades School,
17th and Pine Streets.

Pittsburgh Chapter

C. S. COLER, Chairman.
Westinghouse Electric & Manufacturing Co., East Pittsburgh, Pa.
P. E. WAKEFIELD, Secretary-Treasurer.
Carnegie Steel Co., Duquesne, Pa.

New York Chapter

A. S. DONALDSON, Chairman.
R. H. Macy & Co., Broadway and 34th Street.
JOHN F. KELLY, Secretary-Treasurer.
New York Edison Co., 130 East 15th Street.

ORGANIZATION OF SUB-COMMITTEES

Organization and Administration

DR. LEE GALLOWAY, Chairman.
New York University, New York, N. Y.

Duties:

To determine the best methods of organization of educational

work as a function of management in typical instances.

Continuation Schools

DR. PAUL KREUZPOINTNER, Chairman.
1400 Third Avenue, Altoona, Pa.

Duties:

To study the application of the Smith-Hughes Vocational Educational Law and other continuation school developments and report the progress of each.

Methods of Instruction

MR. J. K. BRUGLER, JR., Chairman.
Western Union Telegraph Company, New York, N. Y.

Duties:

To suggest courses of reading and study in the technique of methods of instruction with suggestions showing their special application to different types of corporation schools.

Public Education

MR. C. E. SHAW, Chairman.
Dennison Manufacturing Company, Framingham, Mass.

Duties:

To determine how fully the Public School System of the United States is meeting the educational and training requirements of modern business and industry and study ways and means for a closer co-ordination where such can be applied without interference with the broader purposes of public education.

Health Education

MR. F. S. CRUM.
The Prudential Insurance Co. of America, Newark, N. J.

Duties:

To codify the principal sources of sickness, death and injury in the industries of the United States and to suggest remedies.

Personnel Relations in Industry

MR. C. R. HOOK, Chairman.
American Rolling Mill Company, Middletown, Ohio.

Duties:

To determine how best to classify "personnel relations" in industrial institutions and to suggest the form of organization best adapted for the handling of this problem.

Section I—Employment

MR. BURR A. ROBINSON, General Chairman.
United States Rubber Company, P. O. Box 143, New Haven, Conn.

Duties:

To continue the study of Labor Turnover from the development as given in the Confidential Report No. 1 with special at-

tention to such methods for accounting by which the cost of labor turnover may be determined.

Section II—Psychological Tests and Results Secured from Such Tests

DR. HENRY C. LINK, Chairman.
Winchester Repeating Arms Company, New Haven, Conn.

Section III—Job Analysis

MR. HARRY A. HOFF, Chairman.
55 Liberty Street, New York, N. Y.

Section IV—To Study and Determine the Proper Relationship that should be Maintained Between the Employment Division and the other Departments of an Industrial Institution

MR. JOHN C. BOWER, Chairman.
Westinghouse Electric & Manufacturing Company, East Pittsburgh, Pa.

Duties:

Indicated by the title of each of the last three sections.

Marketing

MR. JOHN MCLEOD, Chairman.
Carnegie Steel Company, Pittsburgh, Pa.

Duties:

To determine what are the vital factors in Marketing and what are the elements of Efficiency that are lacking in present day methods.

Office Work Training

MISS HARRIET BAKER, Chairman.
130 East 15th Street, New York, N. Y.

Duties:

To determine under what conditions is organized training for office boys, clerks, and stenographers advisable.

Technical Training

MR. A. B. BENEDICT, Chairman.
Goodman Manufacturing Company, Chicago, Ill.

Duties:

To continue the study of how employers of technical graduates can best co-operate with technical schools.

Executive Training

DR. E. B. GOWIN, Chairman.
New York University, New York, N. Y.

Duties:

To continue the study of how employes may be trained for executives.

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Trade Apprenticeship

MR. E. E. SHELDON, General
Chairman.

R. R. Donnelley & Sons Com-
pany, Chicago, Ill.

Section I—Railroads

Duties:

To continue the study of the de-
velopment of desirable appren-
tices in Railroad operation.

Section II—Manufacturing

MR. R. F. CAREY, Chairman.
Westinghouse Electric & Man-
ufacturing Company, Lester,
Pa.

Duties:

To ascertain under what condi-
tions and to what extent is ap-
prentice instruction desirable
in a manufacturing plant.

Section III—Steel and Iron

MR. C. E. STRAIT, Chairman.
American Rolling Mill Com-
pany, Middletown, Ohio.

Duties:

To ascertain in what divisions of
a steel mill it is desirable to de-
velop apprentices and methods
to be employed in training ap-
prentices.

Skilled and Semi-Skilled Labor

MR. H. T. WALLER, Chairman.

The B. F. Goodrich Company,
Akron, Ohio.

Duties:

To recommend standard educa-
tional programs for developing
skilled and semi-skilled work-
ers.

Unskilled Labor and American- ization

MR. J. E. BANKS, Chairman.

American Bridge Company,
Ambridge, Pa.

Duties:

To determine the best methods
for Americanization of foreign
born and to continue the study
of methods of teaching English
to the foreign born.

Class "A" Members

AMERICAN AGRICULTURAL CHEMICAL COMPANY, New York, N. Y.	MR. MYRON S. HAZEN
AMERICAN BRIDGE COMPANY, Pittsburgh, Pa.	MR. J. E. BANKS
AMERICAN HARD RUBBER COMPANY, New York City	MR. S. H. RENTON
AMERICAN LOCOMOTIVE COMPANY, Schenectady, N. Y.	MR. L. L. PARK
AMERICAN ROLLING MILL COMPANY, Middletown, Ohio	MR. CHARLES R. HOOK
AMERICAN SHEET AND TIN PLATE COMPANY, Pittsburgh, Pa.	MR. J. A. HUNTER
AMERICAN TELEPHONE AND TELEGRAPH CO., 15 Dey St., N. Y.	MR. K. W. WATERSON
ARMOUR & COMPANY, Chicago, Illinois	MR. W. S. MACARTHUR
THE ATLANTIC REFINING COMPANY, Philadelphia, Pa.	MR. J. D. GILL
THE BELL TELEPHONE COMPANY OF PENNSYLVANIA, Philadelphia, Pa.	MR. J. C. LYNCH
THE BILTON MACHINE TOOL COMPANY, Bridgeport, Conn.	MR. C. E. BILTON
THE BRIGHTON MILLS, Passaic, N. J.	MR. H. V. R. SCHEEL
BURROUGHS ADDING MACHINE CO., Detroit, Mich.	MR. F. H. DODGE
A. M. BYERS CO., Pittsburgh, Pa.	MR. C. L. JAMISON
CARNEGIE STEEL CO., Pittsburgh, Pa.	MR. JOHN MCLEOD
THE CHASE NATIONAL BANK, New York, N. Y.	MR. ROBERT G. RODNEY
THE CLEVELAND-CLIFFS IRON COMPANY, Ishpeming, Mich.	MR. W. H. MOULTON
COLUMBIA STEEL & SHAFTEING COMPANY, Pittsburgh, Pa.	MR. E. L. PARKER
COMMONWEALTH EDISON COMPANY, 72 W. Adams St., Chicago, Ill.	MR. FRED R. JENKINS
COMMONWEALTH STEEL COMPANY, St. Louis, Mo.	MR. ARTHUR T. MORSE
CONSOLIDATED GAS CO. OF N. Y., 4 Irving Place, New York City	MR. C. R. LAMBERT
CONSOLIDATED GAS, ELECTRIC LIGHT & POWER CO. OF BALTIMORE, Baltimore, Md.	MR. DOUGLAS BURNETT
THE CROCKER-WHEELER COMPANY, Ampere, New Jersey	MR. C. W. CAMP
CURTIS LUMBER & MILL WORK COMPANY, Clinton, Iowa	MR. FOSTER HOLMES
DENNISON MANUFACTURING CO., Framingham, Mass.	MR. C. E. SHAW
DODGE MANUFACTURING CO., Mishawaka, Ind.	MR. MELVILLE W. MIX
R. R. DONNELLEY & SONS COMPANY, Plymouth Place, cor. Polk, Chicago, Ill.	MR. T. E. DONNELLEY
THE DOW CHEMICAL COMPANY, Midland, Michigan	MR. WILLIS H. CLARK
E. I. DUPONT DE NEMOURS & CO., Wilmington, Delaware	MAJOR F. O. WHITLOCK
EASTMAN MANUFACTURING COMPANY, Bangor, Me.	MR. C. K. HATFIELD
EASTMAN KODAK CO., Rochester, N. Y.	MR. P. W. TURNER
ELLIOTT-FISHER COMPANY, Harrisburg, Pa.	MR. W. R. BUSCH
EQUITABLE LIFE ASSURANCE SOCIETY, New York, N. Y.	MR. F. P. FITZER
FARMERS' LOAN & TRUST CO., New York, N. Y.	MR. EDWIN S. MARSTON
FELS & COMPANY, Philadelphia, Pa.	MR. MAURICE FELS
GENERAL ELECTRIC COMPANY, Schenectady, N. Y.	MR. H. G. REIST
GENERAL MOTORS CORPORATION, Detroit, Mich.	MR. H. H. RICE
GOODMAN MANUFACTURING COMPANY, Chicago, Ill.	MR. A. B. RENEDICT
THE B. F. GOODRICH CO., Akron, Ohio	MR. A. A. NIGOSIAN

